

REGISTRAR-RECORDER/COUNTY CLERK (RR/CC)
NEW POSITIONS REQUESTED

A Board of Supervisors sponsored Management Audit of the RR/CC Department was conducted over an 8-month period by the outside consulting firm Strategica with findings released in November 2000.

Highlighted in the Management Audit was a foundational administrative and mid-level management deficiency evidenced by a substantial gap between the need to implement the strategic and technological direction of the Department and existing skill set of the Department's primarily clerical employees. Indeed the Department has the lowest percentage of MAPP¹ managers in the County with 2.1% of RR/CC employees and less than 7% of the Department's staff are non-represented (principally in the RR/CC's financial section that performs budget activities and reconciles, audits and distributes up to \$200 million per year primarily in Recorder operations).

The following information documents our Department's continual attempts over the past 16 months since release of the audit to receive approval of needed additional mid-level staff:

- **November 17, 2000** - The Management Audit Report specifically recommended 10 Assistant Division Manager positions to address the lack of middle management in the Department and the need for positions that can attract applicants with critical analytical-thinking skills.
- **February 15, 2001** - RR/CC submitted FY 2001-02 Official Budget Request that included funding augmentation in the amount of \$4.2 million for 112 positions offset by 47 vacant obsolete positions, resulting in a net request of 65 new positions in response to the audit's recommendations.
- **February 28, 2001** - Informal Departmental budget presentations to Board Deputies of all five Board offices describing our detailed budget request for additional positions in the context of addressing deficiencies highlighted in the management audit.
- **March 2, 2001** - Departmental Budget Hearing with the CAO on FY 2001-02 Budget Request which included discussion of the mid-level positions needed for the Department. All requested new positions were denied.
- **March 9, 2001** - In response to the CAO's decision to not recommend funding of any of the positions requested, submitted a follow-up memo to the CAO proposing curtailments to original budget request. Our original budget request was reduced from 65 net positions at a cost of \$4.2 million to a 31 positions at a cost of \$1.3 million.

¹ MAPP stands for Management Appraisal Performance Plan. The Department has 18 MAPP managers out of a total workforce of 870 positions.

- **April 2, 2001** – Submitted follow-up memo to all five Board Deputies in response to additional information requested at the February 28, 2001 presentation, such as current departmental vacancies, further details regarding requested positions and revenue offset (trust fund) positions.
- **May 18, 2001** – Due to lack of CAO support for funding of requested positions, submitted a letter to the Board of Supervisors requesting their consideration to fund our Priority Needs during FY 2001-2002 budget deliberations.
- **May - June 2001** – Follow-up meetings and/or correspondence to all five Board Deputies regarding positions requested and presentation of various priority funding options. No new positions were authorized in the adopted budget.
- **June - July 2001** – Various memos and/or meetings with DHR Director Michael Henry and DHR management staff to discuss position allocation determinations by CAO and DHR staff.
- **September - October 2001** – Prepared draft Board letter and supplemental schedules for mid-year 01-02 request of management audit recommended positions in conjunction with CAO and DHR staff. Board letter requested 5 months worth of funding for 47 ordinance positions in the amount of \$1,183,000 offset by 47 obsolete vacant positions in the amount of \$1,457,000 for a net savings of \$274,000. Remaining 7 months of funding in the amount of \$1,657,000 to be self-funded in FY 02-03.
- **September 2001 – January 2, 2002** - Numerous telephone conversations, emails, informal correspondence between DHR, CAO, and the five Board offices explaining and describing downward revision of number of requested positions/cost.
- **January 14, 2002** – Met with all five Board offices regarding positions describing in detail our Departmental needs as referenced in our draft positions Board letter.
- **February 7, 2002** – Met with CAO and his staff to again discuss status of request.
- **March 1, 2002** – Budget Hearing with CAO on FY 2002-03 Budget Request. At this time there was in-depth discussion of the positions requested in the previous fiscal year and how the Department has pared down the current request to reflect no net county cost (NCC). CAO agreed to support a swap of the now 16-month vacant 47 clerical positions for whatever mid-level administrative and management positions we identified as most critical as long as no NCC was incurred. He requested his staff to work with our Department to finalize the specifics of this proposal. Proposal is still stalled with CAO staff.